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MEXICO COUNTRY BRIEF



Summative Evaluation of the EU Global Promotion of Best Practices for Children in Migration Project

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NA, CC, DJ	JM, LF	2	30/11/2023

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1 SUMMARY

This country brief discusses the key findings of the evaluation of the EU's Global Promotion of Best Practices for Children in Migration (also known as Children on the Move or CotM) in Mexico. This 30-month project (October 2020 – July 2023) covered four countries across two continents: El Salvador and Mexico in the Latin America and Caribbean Region, and South Africa and Zambia in the Eastern and Southern Africa Region.

The purpose of this country brief is to inform UNHCR and UNICEF child protection officers engaged in decision making and programming involving children on the move of the findings and key lessons learnt from the CotM programme's interventions, as identified by the evaluation. This document summarizes the main messages and draws lessons and conclusions from these experiences for similar interventions in other regions.

2 CONTEXTUAL OVERVIEW

Mexico is located geographically at a pivotal point in migration. Migrants in transit through Mexico are mainly from Honduras, Guatemala, Ecuador, and Colombia¹, heading towards the United States. Although it has been a country of origin, transit, destination, and return for years, recent challenges have particularly affected children and adolescents in migration situations.

The causes of child migration are multifaceted. Poverty and violence, exacerbated by organized crime, are key factors. However, phenomena like natural disasters and the pursuit of family reunification also play a role. The number of children detained at the US border is significant. Mexican immigration authorities encountered more than 152,000 unaccompanied children and adolescents in fiscal year 2022. As a transit country, Mexico has seen an increase in migration events involving children in recent years, with the number rising from 11,262 in 2020, to 77,608 in 2021 and reducing slightly to 71,206 in 2022.

Forced migration, regardless of the situation, carries a series of risks to the life and dignity of those forced to migrate. Migrants can become victims of various human rights violations, crimes, and mistreatment resulting from discrimination, racism, xenophobia and aporophobia². Migrants also increasingly risk crossing routes controlled by drug trafficking cartels and criminal organizations, including networks of *coyotaje*³ and those that exploit children (e.g., sexual and labour exploitation). Migrant women, in particular, face gender-based violence and discrimination. Since the Russia-Ukraine war started, Mexico has become a transit country for Ukraine migrants who are trying to enter the United States of America.

Mexico's governmental response to the migration of children and adolescents has been multifaceted. The country has ratified international treaties focused on human rights protection and adopted laws to protect children in migration situations (Migration Law 2011 and General Law on the Rights of Children and Adolescents 2014). Since 2017, U.S. migration policies, such as the Migrant Protection Protocol (MPP), known as "Remain in Mexico," and practices like family separation and detaining minors in inhumane conditions and "cages" directly impacted children and have been highlighted by both international and civil society organisations (CSOs). In addition, the migrant caravans and COVID-19 pandemic has further exacerbated challenges for migrants, especially children.

¹ Official governmental data 2023:

http://www.politicamigratoria.gob.mx/work/models/PoliticaMigratoria/CEM/Estadisticas/Boletines_Estadisticos/2023/Boletin_2023.pdf

² It refers to the "pervasive exclusion, stigmatization, and humiliation of the poor, which cuts across xenophobia, racism, antisemitism, and other prejudices". Cortina, A. (May 20, 2023). *Aporophobia: Why We Reject the Poor Instead of Helping Them*. Obtained from Princeton University Press: <https://press.princeton.edu/books/hardcover/9780691205526/aporophobia>.

³ It refers to the activity of promoting the transfer and introduction of people illegally, without the respective immigration documents, to other countries, through the payment of large sums of money. It is generally committed by smuggling networks, frequently linked to organized crime.

In 2019, the national comprehensive child protection system (SIPINNA) approved the Comprehensive Protection Pathway for the rights of children and adolescents in a migration situation, with the collaboration of international organizations such as UNHCR, IOM, and UNICEF, and in conjunction with various governmental entities and CSOs. In 2020, the Migration and Refugee Laws were reformed to establish the principle of non-detention for children for migratory reasons and the determination of their best interests by the Child Protection Authority.

The CotM programme was implemented by UNHCR and UNICEF Mexico and implementing partners⁴ (IPs) with funding from the European Union. The objective was to contribute to the effective protection of children on the move and the realization of their rights through supporting child protection systems that provide quality integrated services, alternative care and mental health and psychosocial support, all with a gender sensitive lens. The programme documented and shared lessons learnt and best practices regarding the use of alternative care options to replace immigration detention. The programme supported children on the move, including migrants, internally displaced persons, returnees, asylum seekers, and refugee children, as well as children who move voluntarily or involuntarily within or between countries, with or without their parents or other primary caregivers.

In Mexico, the CotM programme prioritized the consolidation of Child Protection Systems, the strengthening of Child Protection Authorities and other entities (such as COMAR-Refugee Commission) that are in direct contact with children in migration/refugee situations. There was also an emphasis on advocating for alternative care to prevent the detention of migrant children and gender-based violence, providing psychosocial and educational activities, as well as providing friendly spaces for these children, piloting family care programs, advocating in international forums for the rights of migrant children, and providing information on the asylum system and explaining rights and obligations of refugees in Mexico. To this end, the project was structured around four outcomes, which are fully aligned to the CotM Theory of Change (ToC) at a national level⁵:

- 1) **Outcome 1:** Child protection systems include gender responsive quality and integrated services in reception centers and other care and attention facilities.
- 2) **Outcome 2:** Child protection systems have integrated gender responsive psychosocial services and prevention mechanisms addressing gender-based violence and other structural problems.
- 3) **Outcome 3:** Child protection systems provide alternative care options, with an emphasis on community and family-based alternatives.
- 4) **Outcome 4:** Exchanges of gender sensitive good practices and lessons learnt across two regions/ four countries serve as evidence for the protection of CotM in different contexts, based on empirical evidence and data.

3 EVALUATION OVERVIEW

The evaluation employed mixed methods and tried to unpack the implementation process, challenges, and lessons learned, from both the perspectives of implementers and of the beneficiaries. The key evaluation questions were focused on analyzing the relevance, coherence, effectiveness, efficiency, and

⁴ GBV IPs: Asociación Guerrerense contra la Violencia hacia las Mujeres, A.C.; Instituto para las Mujeres en la Migración A.C.; Fundación Internacional Granito de Arena A.C.; Salud Integral para la Mujer A.C.; Fronteras Unidas Pro Salud A.C.. Alternative Care IPs: Resilis (autonomy and independent life programs), Lightshine (foster care). MHPSS IPs: Fútbol Más and Save the Children.

⁵ Output: Migration and Child Protection Authorities, as well as CSO, provide alternative care, protection and MHPSS services in compliance with the *Comprehensive Protection Protocol for Children on the Move*. Outcome: *CoTM are not detained in immigration stations, have access to integrated services and MHPSS*. Impact: *CoTM, as rights holders, become resilient to develop their life project. CoTM ToC in Mexico (Mid-Term evaluation 2021)*.

sustainability of the programme’s activities. The evaluation used a theory-based approach⁶ that enabled a nuanced investigation into “What worked?” “For whom?” “In what respect?” “To what extent?” and “In what contexts?” that included participatory and qualitative and quantitative data collection methods. The steps involved in this approach included: 1) document review; 2) secondary data analysis; 3) participatory focus groups in the field with key informants; 4) online survey⁷; and 5) data analysis.

4 DISCUSSION OF KEY EVALUATION FINDINGS AND CONCLUSIONS



Relevance

The degree of alignment between the programme and national systems is remarkably robust. All interventions directly contribute to the fulfillment of the provisions stated by the General Law on the Rights of Children and Adolescents (Children’s Law) (2014), the Protocol for the Comprehensive Protection of Children on the Move (2020), and the 2020 amendment to the Migration and Refugee Laws.

The programme has a high level of adaptability. UNICEF and UNHCR Mexico underwent a significant transformation during the implementation period.⁸ Also, a revision of the logical framework took place and some of the established targets were adapted, since in the Mexican context several of them had already been exceeded. Moreover, since the programme’s commencement, it has shown flexibility to adapt to context and circumstances, including the COVID-19 pandemic. A high level of adaptability was evidenced by the skills development and learning that took place with the CotM programme’s implementing partners (IPs). Importantly, the programme was not limited to serving only migrant or refugee children, but served other categories of children on the move, such as those who are internally displaced.

The programme design was to a large extent based on existing projects and partnerships, including UNHCR’s and UNICEF’s wider efforts and programmes to support children on the move. The programme also approached lines of work essential to contribute to the implementation of the Protection Route for the Rights of Migrant Children and the most recent amendments to the Migration and Refugee Laws and did so hand-in-hand with governmental authorities and CSOs. The programme’s design has a significant number of interventions that aimed to strengthen child protection systems and end the detention of children. The programme contributed to the implementation of the *Comprehensive Protection Protocol for Children on the Move*, through the strengthening of Child Protection Authorities and the promotion of alternative care modalities.

This strategy targeted actions focused on strengthening the asylum/refugee process, the best interest determination, as well as alternative care for girls, boys and adolescents in migration situations, emphasizing a non-detention approach. Also, interventions were designed to improve the quality of care using a human rights approach as well as a best interest determination and to provide the necessary tools (e.g., guidelines, specialized spaces, protocols, etc.) relevant to meet the needs of rights holders.

The programme design was tailored to the needs and vulnerabilities of women and girls, with interventions designed to address instances of gender-based violence (GBV), which was a

⁶ A ToC was designed during the mid-term evaluation of CotM programme in Mexico –2021-(*Evaluación de las intervenciones en materia de migración en México, Guatemala, Honduras y El Salvador*). Available at: <https://www.unicef.org/lac/media/34121/file/Evaluacion-de-las-intervenciones-en-materia-de-migracion-en-mexico.pdf> Being considered relevant for this evaluation, the ToC conducted the research and assessment.

⁷ 7 respondents, 3 male and 4 female.

⁸ For example, the transition from a central office to the establishment of connections and offices on the ground. Furthermore, transition from a predominantly document-based program focusing on advocacy and technical assistance to a more comprehensive approach involving direct intervention (e.g. case management) and humanitarian assistance. Finally, *going from strengthening capacities directly with the service providers, to strengthening the model in partnership with the Child Protection Authorities (at Federal and State level)*.

recommendation of the Children on the Move regional evaluation (2021). However, the needs of women and girls' special beyond GBV, and the specific needs of children with disabilities are still insufficiently addressed.

Finally, the capacity of the monitoring system to follow-up interventions, evaluate the efficiency and verify results is high, thanks to a strong monitoring system that includes an online participatory platform, standard formats, and field visits. Challenges found were related to different levels of disaggregation in data between participating agencies (although corrective measures were implemented) and the ability to gather data to assist those who identify as LGBTIQ+ without falling into assumptions based on gender stereotypes.



Coherence

The CotM programme is in synchrony with relevant coordination systems. The biggest contribution of the programme was the joint UNICEF-UNHCR plan that transcends the implementation of the CotM programme. The level of alignment and programme synchrony with SIPINNA was high; in particular, UNICEF and UNHCR maintain constant lines of coordination with SIPINNA's executive secretary, SNDIF (Mexico's Welfare System) and COMAR, as well as with other relevant coordination systems, such as the Regional Conference of Migration and REDLAC. Regarding efforts of other key actors, the CotM programme also coordinated and collaborated with technical assistance activities, advocacy and trainings with IOM and CSOs, due to their common participation in the UN Interagency Group on Human Mobility (GIMH).

An identified barrier is that synergies tend to be specific, rather than systematic alliances, whose success depends on the openness/ good will of the people who represent those alliances. Other identified obstacles are the following: the lack of initiatives to promote the familiarization of IPs with each others projects and activities, which would strengthen partnerships among them; the volatile dialogue among authorities (specially at a local level) and IPs; and the emergency context that leaves little opportunity to promote spaces for the generation of more systemic alliances. Though learning activities and good practice interchanges are identified at different levels, there is still a need to strengthen communication structures, the interchange of experiences, and coordination. For example, even when learning and good practices interchanges with the South Africa and El Salvador CotM programmes were instrumental to identify similarities, best practices and lines of action to address jointly in the future, there was no bi-lateral collaboration observed with the Zambia CotM programme.



Effectiveness

The programme resulted in children accessing quality integrated services, alternative care, mental health, and psychosocial support. Several mental health and psychosocial support interventions took place (in shelters, as well as community-led), as well as through the installation of child friendly spaces and via working together with IPs. The mental health and psychosocial support (MHPSS) interventions reached thousands of children, exceeding targets⁹. CotM interventions contributed to children's happiness, dynamism and energy, demonstrating the positive influence these interventions had on children's general well-being. Information gathered from key informants highlighted the positive transformation observed in adolescents, who demonstrated the ability to identify their

⁹ 66,315 children received gender responsive psychosocial support and were referred to mental health services (target:47,390). Source: EU Global Promotion of Best Practices for Children in Migration (2020 - 2023) in Eastern and Southern Africa and Latin America and Caribbean Regions. Mexico/ Latin America and the Caribbean. Annual Narrative Report 1st January – 31st December 2022; page 15

strengths and effectively overcome personal challenges. Psychosocial support activities (PSS) with teenagers also produced highly satisfactory results.

The CotM's PSS approach refrained from pathologizing the experiences of the children. The utilization of fresh and inventive methods to actively engage adolescents, including sports and games, was instrumental to achieve positive results. However, it was noted that from some adolescents' perspectives, some of these activities seemed to be designed for younger children.

The programme included a component for addressing GBV with specific training activities that led to a more robust capacity of service providers to identify potential instances of GBV and implement appropriate case management protocols. The result was that thousands GBV survivors benefited from quick response services provided by specialized partners.¹⁰ Nevertheless, a barrier exists to addressing issues regarding the prevention of GBV in religiously affiliated shelters.

The programme contributed to preventing and ending immigration detention and strengthening the capacity of child protection systems to protect children on the move. There was an increase in the amount of policies/legislation on alternative care systems, with four new laws and policies developed over the course of the CotM programme. Progress was made in consolidating and systematizing pilot projects involving foster families, and work was done to promote the autonomy and independence of these pilot program. However, the number of children referred to alternative care did not achieve programme targets (only 68%) in 2020.¹¹ This could be attributed to various factors, including a potential decrease in migratory flows, insufficient service capacity or inadequate routing of these children, or potentially to changes in UNICEF's strategy to promote alternative care in a more sustainable taking into account lessons learned.¹²

Another strategy to prevent and end immigration detention was strengthening the Child Protection Authorities for case management by integrating best interest determinations and through the provision of multidisciplinary teams and gear. In some cases, multidisciplinary teams were hired directly by Child Protection Authorities. These multidisciplinary teams helped Child Protection Authorities to implement the amendments to the Migration and Refugee Laws for case management as well as to carry out the best interest determination. The strategy has achieved results that include better enforcement capacity within the Child Protection Authority.¹³ However, the achievement of positive results remains highly dependent on the capacities and sensitivities of individual case agents.

The multidisciplinary teams are a pilot strategy based on lessons learned arising from the CotM programme; importantly, these teams signal an "exit strategy" for UNICEF from direct case management that should ensure a high degree of sustainability. However, challenges remain, such as the lack of the necessary equipment and resources for programme personnel to perform their functions; obstacles in the integration of multidisciplinary teams with supervisors and the rest of public workers in the Child Protection Authorities; the effects of work and emotional wellbeing of programme teams due to high workload, burnout and uncertainty regarding their work situation; as well as instances of double counting

¹⁰ 11,616 children referred to specialised gender responsive child Protection and GBV services (target: 8,000). Source: EU Global Promotion of Best Practices for Children in Migration (2020 - 2023) in Eastern and Southern Africa and Latin America and Caribbean Regions. Mexico/ Latin America and the Caribbean. Annual Narrative Report 1st January – 31st December 2022; page 15

¹¹ Achievement: 8,183 children referred to alternative care options. Target: 12,000 children referred. Source: U Global Promotion of Best Practices for Children in Migration (2020 - 2023) in Eastern and Southern Africa and Latin America and Caribbean Regions. Mexico/ Latin America and the Caribbean. Annual Narrative Report 1st January – 31st December 2022, page 20.

¹² According to UNICEF (feedback to the Evaluation Report) "UNICEF changed its strategy to strengthen alternative care options for children on the move [going from] strengthening capacities directly with the service providers, [to] strengthening the model in partnership with the Federal Child Protection Authorities. [...] Consequently, the number of benefited children decreased slightly in 2022, but only during the first semester of 2023 20,849 children on the move (11,426 and 9,423 girls) received care in 63 social assistance centers (CAS) that are participating in the technical transference process of the National Care Model [...]"

¹³ UNICEF. Conceptual note: Multidisciplinary teams development project.

of monitoring data. However, the last obstacle should be resolved once the measures of the information protection system “Por tus derechos” (For your rights) are consolidated¹⁴.

The programme emphasized a vital humanitarian approach, offering tangible assistance and prioritizing family reunification, both of which are substantial steps towards reducing detention. The provision of legal representation services safeguarded the rights of migrant children and helped many to avoid automatic deportation. The CotM programme has set the stage for alternative care models that prioritise the well-being of children on the move; however, its success in fully ending detention will depend on overcoming the challenges noted above and in promoting greater international cooperation.



Efficiency

The evaluation found that a cost-effective strategy was applied that facilitated the allocation of adequate resources in terms of budget, staffing, time, level of effort, and partnerships. At both UNICEF and UNHCR Mexico, the resource assignment was done using a co-funding logic; this is strategic as it prevents projects from dissociating and promotes common goals and sustained processes through time. However, the needs are still bigger than the resources; nevertheless, progress was made without major setbacks that might have compromised CotM programme commitments. Key informants concurred in asserting both that the implementation timeline was unduly short and that the programme experienced occasional administrative delays related to the approval of products and the disbursement of funds, both of which put pressure on IPs.

Significant efforts were put in place to maintain the CotM programme’s interventions and to ensure that monitoring/ learning processes were participatory, such as evinced the CotM programme’s advisory board. However, the advisory boards influence was limited due to the fact that it lacked a terms of reference or other formal agreement that formalized and defined the board’s responsibilities. Moreover, the programme’s monitoring systems (and those of contributing UN agencies) are not internally operable with those from the government. That being said, the CotM programme directly contributed to strengthening the government’s monitoring system, providing technical assistance that strengthened the Protection Data Management System called “For your Rights.” Cross-information exercises using UNICEF’s and the government’s monitoring data did take place and made it possible to identify gaps, theretofore unseen biases and areas of opportunity that contributed improving the quality of official CotM statistics. However, these exercises did not occur on a regular basis.



Sustainability

The CotM programme succeeded in placing children on the move on the agenda of national governments. As part of a larger CotM programme, and sustained by over 10 years of advocacy, the CotM programme contributed to the development and implementation of national legislation and public policies to protect all categories of children on the move .

The advocacy strategy has been the cross axis for all interventions, promoting the adoption of CotM interventions and contributing to the institutionalization of several CotM interventions. The programme faces a significant risk as the current federal management intends to dissolve several organisms and independent entities vital for the protection of CotM, including SIPINNA. Nevertheless, government authorities will still have a certain level of autonomy to provide care to CotM and alternatives to

¹⁴ “Por tus Derechos” is a technological tool created and implemented by the Federal Child Protection Authority to collect, process, store and disseminate information from records and databases on actions implemented to ensure effective protection and restitution of the rights of children and adolescents in Mexico. <https://portusderechos.dif.gob.mx/>
An important element of the project is the technical support provided by UNICEF to strengthen “Por tus Derechos”, among others, to create a sub-registry for protection measures issued by Child Protection Authorities.

detention, contributing to a strong regulatory framework. However, child protection and immigration authorities are still very much on a learning curve when it comes to CotM. Effective implementation of CotM interventions is challenged by insufficient funding, lack of human and resources, differences among the capacities and approaches of states, high staff turnover, a national paradigm that stigmatizes the migrant population, and the current care approach that still includes a closed-door model.

MHPSS interventions face the biggest challenges in terms of sustainability. This is due to the fact that once financial support from UNICEF and UNHCR is finished, shelters and implementing partners lack the financial resources to maintain the current scope of MHPSS interventions. Even though networks and commissions have been established, high-level advocacy has been conducted, and technical assistance provided—all to support the scaling up of MHPSS CotM interventions; ownership, capacity, resources and inter-sectoral coordination are yet to be consolidated to a high enough level that would guarantee their sustainability.

The level of advocacy and technical assistance the CotM programme provided to the Mexican government resulted in the development of coordinated child protection mechanisms together with the US. This resulted in the signing of a Memorandum of Understanding outlining binational cooperation for the protection of unaccompanied migrant children in January 2023.

5 BEST PRACTICES AND KEY LESSONS LEARNED

Best Practices

Several good practices and lessons learned arose from the implementation of CotM interventions:

- a) **Flexibility, negotiation capacity and open communication channels:** Working in alliances established on dialogue and relationships of trust; working in stages and without making impositions; and formulating joint work plans, has been a successful way of working for UNICEF and UNHCR.
- b) **Experimenting with new methodologies** (interdisciplinary teams to promote and improve best interest determination processes) **and topics** (a specific component on GBV), including constant monitoring, assessment and the systematized incorporation of learnings, good practices and challenges produce the evidence required for decision-making regarding CotM, reducing the automatic determination of “assisted returns” of children.
- c) The **strengthening of monitoring processes** (UN and the Mexican Government) will improve case management follow-up and make it easier to gather evidence and guarantee transparency.
- d) **Promote local alternative care options** (including open-door shelters, foster care, autonomy, and independent life programs) through the implementation of a plan based on the best interest determination, and example of this is the “Protection Circle” in Tijuana.¹⁵

Lessons Learned

The principle lessons learned over the course of the CotM programme were:

- a) It is **necessary to include specific strategies and activities to promote the exchange of best practices** between all relevant actors in programme design. If not, they will not occur, or if they do, it will be in a limited manner.
- b) Even when MHPPS/GBV strategies are cataloged as emergency interventions, mental health is a component of a child’s right to health and is a legal child protection obligation; therefore, it is

¹⁵ To learn more about the Protection Circle: https://www.youtube.com/watch?v=YVR4pd_M6Qk&ab_channel=UNICEFM%C3%A9xico

necessary to strengthen a development approach on MHPPS/GVB within the government to boost national long-term capacities in that regard.

- c) **Protection systems for children and adolescents on the move** that are gender-sensitive **require integration of the gender perspective throughout the cycle, including budgeting, planning and monitoring processes of interventions**. It includes but is not limited to GBV interventions, as it is necessary to fully understand those with special needs through an intersectional approach (e.g., CotM living with disabilities, vulnerabilities related to culture or ethnicity or by identifying as LGBTIQ+, etc.).
- d) The **transition from a migratory detention system to an alternative care model requires the coordinated efforts of all involved** due to the significant political, operational and financial challenges that exist to adequately protect children on the move. The way forward is to advocate to decision makers on immigration and assistance policy. There is a need for on-the-job coaching (besides training) to accompany CPAs and DIF personnel in the transition to a care model.
- e) The **contribution of civil society has been essential**, but greater coordination and support are required to fully leverage their experience and participation as part of the protection system

6 RECOMMENDATIONS

#	Recommendation	Suggested activities	Structural or Operational	Responsible	Timeline
1	Recommendation 1: Incorporate differential needs of CotM, accounting for intersecting vulnerabilities (e.g., gender, disability, ethnic background, etc.).	<p>Partner with the UN Agencies, local NGOs and local organizations with expertise/experience working with children with disabilities or who identify as LGBTQI+ or have other specific vulnerabilities.</p> <p>Synergies and joint studies may help to identify underlying causes of lack of visibility of those cohorts, recognize where they are and their specific needs and concerns while on the move, beyond GBV.</p> <p>Integrate into the logic model framework corresponding indicators and targets, beyond data disaggregation.</p>	Structural	UNICEF UNHCR	Before and during implementation
2	Recommendation 2: Foster a culture of collaboration and knowledge sharing among relevant stakeholders (UN Agencies, CSOs, IPs authorities).	<p>Develop tailored strategies to promote national, inter-regional, inter-agency, inter-sectorial exchange, and coordination (e.g., workshops, seminars, training sessions and on-site visits).</p> <p>To leverage the hiring modality of Stretch Assignment at national and multinational level. To promote jointly funding and implementation to IPs initiatives).</p>	Structural	UNICEF UNHCR	Before implementation
3	Recommendation 3: Strengthen advocacy efforts with host communities and policy/decision makers to move forward into the implementation of best interest determination, and alternative care models/open-doors shelters as alternatives to ending CotM detention-like practices.	<p>Systematize and broadcast “most significant change stories” to contribute to eradicating the stigma of CotM and the alternative care models.</p> <p>Make additional efforts, such as community-based interventions and outdoors initiatives -when possible-, to integrate host communities into the activities and services to promote social cohesion.</p>	Structural	UNICEF UNHCR IPs Shelters	Before and during implementation
4	Recommendation 4: Address the challenges surrounding GBV prevention in shelters with religious restrictions by promoting dialogue and awareness within these communities.	Foster partnerships with community and/or religious organizations and leaders to design, develop and implement comprehensive training programs that equip staff with the necessary skills to address and manage gender-based violence cases effectively.	Structural	UNICEF UNHCR IPs Shelters	Before, during and after implementation
5	Recommendation 5: Strengthen technical assistance to boost and consolidate the CotM Protection Data Management System (“Por tus Derechos” and “PRIMERO”).	<p>Finalize piloting of Primero CPIMS+ and promote a national scale-up.</p> <p>Promote the open data approach through the finalization and roll-out of the public version of “Por tus Derechos”.</p> <p>Systematize and document findings regarding progress, unexpected</p>	Structural	UNICEF UNHCR Federal Child Protection Authority	Before and during implementation

results, gaps, biases and areas of opportunity as evidence for advocacy.

<p>6 Recommendation 6: Issue general guidelines to make clear to stakeholders' responsibilities on both-sides and a realistic timeline, making more flexible operative procedures if necessary.</p>	<p>Consider including under sub-grants' general guidelines and instructions enough clarity for IPs regarding the grant mechanism, including approximate timeframe for disbursement of funds and products approval.</p> <p>Issue terms of reference for the National Advisory Board to enhance their commitment and future participation.</p>	<p>Operational</p>	<p>UNICEF / UNHCR Operations Donor</p> <p>National Advisory Board (Commission for the Integrated Protection of Migrant and Asylum-seeking Children and Adolescents established by the SIPINNA)</p>	<p>At any time</p>
<p>7 Recommendation 7: Adopt a comprehensive approach (development/ /community-led interventions) within MHPSS/GVB initiatives to promote children's well-being, beyond an emergency response.</p>	<p>Strengthen partnership and advocacy with Ministry of Health to promote mental health public policies in compliance with the Comprehensive Protection Protocol for Children on the Move (e.g., standardization of competencies Title EC1366)</p> <p>In a parallel effort, invest on and promote scaling-up MHPSS community-based interventions (e.g., "grupos de reflexión" by Salud Integral A.C.).</p>	<p>Structural</p>	<p>UNICEF UNHCR IPs</p>	<p>During implementation</p>
<p>8 Recommendation 8: Strengthen evidence-based advocacy efforts with budget decision makers to promote a necessary budget increase on National Welfare System and Child Protection Authorities.</p>	<p>Strengthen synergies to broadcast findings on the Costing study and good practices of Child Protection Authorities mandate (to be released) with budget decision makers. Advocacy should emphasize the differentiated results among the Child Protection Offices intervened by good practices (such as Multidisciplinary Teams), and those which are not.</p>	<p>Structural</p>	<p>UNICEF UNHCR Child Protection Authorities</p>	<p>Before, during and after implementation</p>